

# ND PROJECT MANAGEMENT NEWS

A Newsletter for Project Managers

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Thank you for taking the time to read the *North Dakota Project Management Newsletter*! The purpose of this newsletter is to bring you information about project management-related topics and events in North Dakota Government and Higher Education.

You will notice that this issue is several weeks tardy. There are several noteworthy issues occurring in project management that the editor felt were worth delaying the final publication in order to include the latest news.

## PM News

### **HB1275 Becomes NDCC 54-59-23 – STD009-05 Revised to Incorporate Changes**

The recent passage of HB1275 has been published as [NDCC 54-59-23](#). This led the Enterprise Project Management (EPM) Advisory Group to begin the process of incorporating those changes into Standard [STD009-05 Project Management of Large Information Technology Projects](#). In doing so, the group utilized concepts of Earned Value Management, supported by the *Project Management Body of Knowledge, 3<sup>rd</sup> Edition*, to determine the best, and most practical application of the law to the everyday workings of project management.

Primarily, the impact of this law on projects in North Dakota will include:

1. The need to fully decompose the project schedule.
2. The need to define and assign project milestones at appropriate intervals.
3. The need to assign project costs to each milestone which are attributable to specific deliverables.
4. The need to track both schedule and budget at a degree which allows for the calculation of both cost and schedule variances.

It became clear to the EPM Advisory Group that simply incorporating the law into the existing standard would not provide the guidance necessary for project managers to successfully comply. Therefore, additional guidance is planned in the forms of a white paper and classroom training. This training will be required for any state project manager assigned to an existing or

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planned large project. If a vendor project manager has been contracted, they are welcome to attend the training with the assigned state representative. Training is tentatively planned for late August 2005. If you are an agency project manager that is presently planning a large project for the 2005-2007 biennium, and you feel that additional consulting is necessary prior to any planned training events, please contact Mark Molesworth at (701) 328-4474.

If you are an agency project manager of an existing project that will carry into the 2005-2007 biennium, you may be wondering how STD009-05 will impact your project. It has been determined that, in most cases, the effort required to re-plan a project would outweigh the benefit that could be derived from variance reporting if that project is presently on-schedule, within budget, and within six months of the anticipated completion date. If your project is presently outside of one of the aforementioned thresholds, please contact your oversight analyst immediately for additional guidance.

### **New Projects Gearing Up – Stuff You Need To Know**

Does your project schedule include all of the project deliverables? A major change in the methodology found in the *North Dakota Project Management Guidebook*



and STD009-05 is the change from a Post Project Review (PPR) to a Post Implementation Review (PIR). While this may appear as simply a name change, it creates a major shift in project scheduling and reporting.

A Post Project Review is completed after the project has closed. Therefore, it has not historically been considered a part of the actual project. This is in direct conflict with the *Project Management Body of Knowledge (PMBOK)*. The Closing process of the Project Management Lifecycle includes Administrative Closure. In North Dakota, the key deliverable of Administrative Closure is the review process and re-

sults. Therefore, the project cannot be closed until the review process is complete and the results documented.

This can be easily accomplished by including a Post Implementation Review into the overall project schedule. Typically, a project schedule will be increased by three months (post-implementation) to allow for the stakeholders to use the product, perform various project assessment activities, and to draft the final PIR. The additional three months should not be considered “slack” in the project, as the confines of variance reporting will require the project to meet the identified implementation date.

The impact of this change on the project management lifecycle will trace all the way back to the original Business Case. The Business Case must identify the key objectives that the project will accomplish. Those objectives should be measur-

able and attainable. Typically, you should be able to report the success or failure of the objective within the three month assessment window. If your Business Case also includes cost/benefit analysis that takes into account savings over time, the project sponsor will need to track and report on those items separately from the Post Implementation Review process.

## **NITAS Implementation Project**

If you are involved with the NITAS effort, either as an indirect stakeholder, or a potential apprentice, you may be wondering why you have not received a more detailed status report. As many of you know, planning a project is often an iterative process. There are two issues that have caused the need to re-plan what was once considered a small- to medium-sized project. They are the unexpected size of the apprentice pool and the level of program complexity.

Although we are thrilled with the level of interest in this program, the planning effort did not predict the 100+ applications we have received. This volume has caused us to re-evaluate our plan for accommodating such a large number with a mentor pool of only 10. We had originally planned a one-to-one mentoring relationship. And, many of the mentors will only be able to accommodate that type of relationship. Therefore, to impact the greatest number of apprentices over the shortest timeframe, we will examine a variety of options to include peer mentoring, distance mentoring, and facilitative mentoring.

In addition to the large number of applicants, the project team is faced with the task of aligning the competencies identified by NITAS with the common practices and methodologies utilized in North Dakota. The project team is committed to mentoring consistently with the intent of clearly impacting the knowledge and skills of those who choose to participate. This will directly impact our subsequent objective of improving the success of projects across state government. However, to meet these high expectations, the project team must define “what good looks like” in a fair, consistent, and repeatable fashion. Several deliverables have been added to the project to ensure this objective is met, to include: *Apprentice Guidebook*, *Mentor Guidebook*, and *Outcomes Metrics*.

The project Work Breakdown Structure has been re-defined to include solutions to these important issues. In the near future, we will be able to identify a reliable implementation schedule. As this process unfolds, we will communicate our progress directly to the various stakeholder groups.



## Featured PM Articles

### **The Standish Group International, Inc.: CHAOS 1999**

*Although dated, this supplement to the CHAOS report contains valuable insight into project management, including:*

- *The 3 Pillars of Project Success*
- *Recipe for Project Success: CHAOS Ten*
- *The Triad of Project Management*

[http://standishgroup.com/sample\\_research/PDFpages/chaos1999.pdf](http://standishgroup.com/sample_research/PDFpages/chaos1999.pdf)

### **Five Facets of Successful Business Analysis**

*The Essential "Ts" of Requirements*

**By Elizabeth Larson, PMP and Richard Larson, PMP**

<http://www.chiefprojectofficer.com/article/110>



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